2023-2026

Strategic Plan

Town of SALISBURY

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Town of SALISBURY

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VISION

A community that feels like home.

MISSION

The Town of Salisbury provides efficient and resident-centric services that enable a balanced approach to growth, maintain rural identity but welcomes urban amenities, and attracts residents, businesses, and visitors to stop, stay, and settle.

VALUES

- **Collaboration**
  We collaborate with residents, stakeholders, and regional partners to best serve the needs of residents.

- **Forward-Focused**
  We plan for the future to sustain our community by managing growth in a way that balances Salisbury's rural identity while offering an urban advantage for amenities and services.

- **Integrity**
  We are a community that leads by example in the delivery of services to residents that considers transparency, accountability, and inclusivity in addition to our values and purpose when making decisions.

- **Results-Oriented**
  We offer efficient, fiscally-prudent, and transparent government services that ensures we are a local government that delivers for residents and stakeholders.

CHIEF ADMINISTRATIVE OFFICER (CAO) MESSAGE

Salisbury's Strategic Plan provides the framework for growth and momentum for our community into the future. It is intended to provide visionary targets and progress milestones to reach along the way, ensuring we are constantly working towards a bigger and better vision to grow our community and benefit from our region's economic growth.

This Strategic Plan provides the overarching priorities for Town staff to execute. As a local government, we are the level of government closest to our residents. Our Staff will work diligently alongside our local businesses, residents, and stakeholders to see this vision through, in addition to a number of more specific action items that accompany this plan's objectives.

With the leadership of Salisbury's first Town Council, we are prepared to build on the regional advantages of our community and make strategic decisions that allow us to be the envy of Municipalities in New Brunswick.

This Plan serves as the basis for our operational priorities and will be updated annually to reflect our progress and the additional priorities of Council. It will also provide a benchmark for the Town to report annually to residents on progress of strategic priorities and demonstrate the momentum regularly.

With the help of our community, this Plan will hold us accountable to ensuring we offer efficient and customer-service focused services that enable a balanced approach to growth, maintain rural identity but welcomes urban amenities, and attracts residents, businesses, and visitors to stop, stay, and settle.

Austin Henderson
Chief Administrative Officer (CAO)

MAYOR'S MESSAGE

On behalf of the first-ever Salisbury Town Council, I am pleased to present Salisbury's first Strategic Plan. In January of 2023, our new municipal entity was formed that reflect the boundaries of a region that often informally considered themselves members of our community for many years. Through the Province of New Brunswick's Local Governance Reform process, our population grew from 2,400 residents to over 7,800 and our boundaries multiplied to now border our neighbours in Moncton, Riverview, and the Community of Three Rivers. Many residents, for the first time, have municipal representation and our new Town looks forward to integrating their feedback and priorities into our growth, including in this Strategic Plan.

Salisbury serves as a regional hub located only 15 minutes from Moncton, Canada's fastest growing City in 2023. With over 17,000 vehicles passing our community on the Trans-Canada Highway (TCH-2) every day, we have the third busiest intersection on the TCH-2 in all of New Brunswick. Our community is at an interesting crossroads: if we want to continue our growth, we need to be strategic. We need to invest in infrastructure that for too long has been ignored, attract services and amenities that our residents require, and work collaboratively to harness the economic potential of our region. This will often mean hard decisions and strategic investments that will intend to have long-term return as we plan for managed, strategic growth that maintains our rural nature and small-town charm.

The changes of local governance reform provide a perfect opportunity to create the first Strategic Plan for our municipality to move forward together. This Plan serves as the visionary roadmap to outline the areas that Council will prioritize and outlines the steps and measurables that we will be accountable for, to you, our residents and stakeholders. It aims to build on our community's advantages and unlock the potential of our new Municipality, all while fulfilling our mission of being a regional hub for services with a thriving economy that provides residents with an age-friendly community where everyone can shop, stay and settle.

Robert Campbell
Mayor

YOUR ELECTED COUNCIL

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IMPLEMENTING THE STRATEGIC PLAN

WHY A THREE YEAR PLAN?

- The Town has created a 2023-2026 Strategic Plan to provide an opportunity to set realistic goals that work towards its long-term vision following the substantial Local Governance Reform process.
- This timeline reflects the approach taken by the Southeast Regional Service Commission in its 2023-2026 Regional Strategy in addition to aligning with the updated local government elections in New Brunswick.
- The three-year approach enables the Municipality to set benchmarks, understand its new reality and identify opportunities as a regional player as the impacts of Local Governance Reform are better understood, while at the same time, ensuring the momentum of our community is harnessed for strategic growth. It is anticipated that following the completion of three-year plan, a five-year Strategic Plan will be developed for 2027-2032.
- This Plan will be updated annually to indicate any additions and/or changes in priorities that may arise as work is undertaken.

HOW WILL WE MEASURE and REPORT ON SUCCESS?

- During the annual report process each year (due June 30 annually), the Town will report on its progress through a Report Card. This will update resident on progress, updates, and additions that may be included in future variations of the plan.
- Each objective and action have a number of measurables that are tracked on a regular basis and will be reported on once annually. This includes measurables such as the tax base assessment growth, number of unit(s) built, plans completed, and more.

HOW WILL THE TOWN USE THE STRATEGIC PLAN?

- The Town uses the Strategic Plan to prioritize projects and work that can guide the initiatives of the Municipality and ensure it is working towards a common purpose, as established by Council.
- Given the shared priority, this assists the Town in determining budgets, long-term planning, and ensuring that decisions align towards the long-term vision of the Town.
- The Plan provides measurable actions that can be used to show accountability to residents in how Council are moving the Municipality forward.

Economic Development & Sustainability

SALISBURY HAS AN ECO-SYSTEM OF COMMUNITY SERVICES, BUSINESSES, AND RESIDENTS THAT CO-EXIST FOR A THRIVING ECONOMY.

Create an environment that is attractive for developers and where affordable housing is accessible	2023	2024	2025	2026
Incentivize & accelerate residential development through the exploration of residential development incentives and the creation and maintenance of a land inventory	●	●	●	●
Develop a land acquisition and management strategy	●	●		
Explore partnerships for affordable housing	●	●	●	●
Explore the feasibility and practicality of updating standard Municipal Specifications to incorporate municipal water lines in anticipation of a municipal water system		●		
Apply to the CMHC Housing Accelerator Fund (HAF)	●			

Salisbury is a welcoming community that benefits from its regional advantage as a tourism corridor and tourism destination	2023	2024	2025	2026
Explore additional amenities to welcome all-terrain vehicles as a year-round tourism draw	●	●		
Maximize the Town's natural assets and landscapes, such as the Petitcodiac River and trails, to increase tourism opportunities and draw visitors from the highway	●	●	●	●

A community with an economic vision and a robust business community that benefits from regional economic growth	2023	2024	2025	2026
Explore industrial development opportunities and leverage partnerships to spur commercial development near the TransCanada Highway	●	●	●	●
Act on the Town's Economic Development Strategy	●	●	●	●
Explore Development of a Business Association or Business Improvement Association (BIA)	●	●		
Introduce a five-year local government taxation strategy	●	●		

Governance & Service Excellence

SALISBURY IS A LEADER IN OFFERING INNOVATIVE, EFFICIENT, AND RESIDENT-DRIVEN SERVICES.

An efficient local government	2023	2024	2025	2026
Explore introduction of municipal committees of Council	●			
Define and identify municipal services (existing and new) to create levels of service		●		
Digitize municipal records	●	●	●	
Conduct a review of insurance, risk management, and business continuity requirements	●			
Continue modifying municipal by-laws to reflect local governance reform and determine what is applicable to the full entity	●	●		
Explore feasibility of options to accommodate organizational growth and address space constraints	●	●		

A community that is a partner for other levels of government and regional partners	2023	2024	2025	2026
Actively participate and advocate for Salisbury and regional partners during ongoing discussions related to Local Governance Reform	●	●	●	
Collaborate with Horizon Health to enhance healthcare services available to residents, including doctor recruitment	●	●	●	●
Leverage opportunities as a service provider to enhance services to residents and diversify revenue	●	●		
Explore opportunities to be a pilot location for Regional Service Commission Mandated Services	●	●	●	●

An engaged, accessible, and informative local government	2023	2024	2025	2026
Create and act on a communications strategy, including social media and media training for staff, fire department, and elected officials		●		
Ensure municipal ward boundaries and council composition effectively represent Salisbury	●	●		
Update municipal plan and zoning by-law for new entity			●	●

Infrastructure

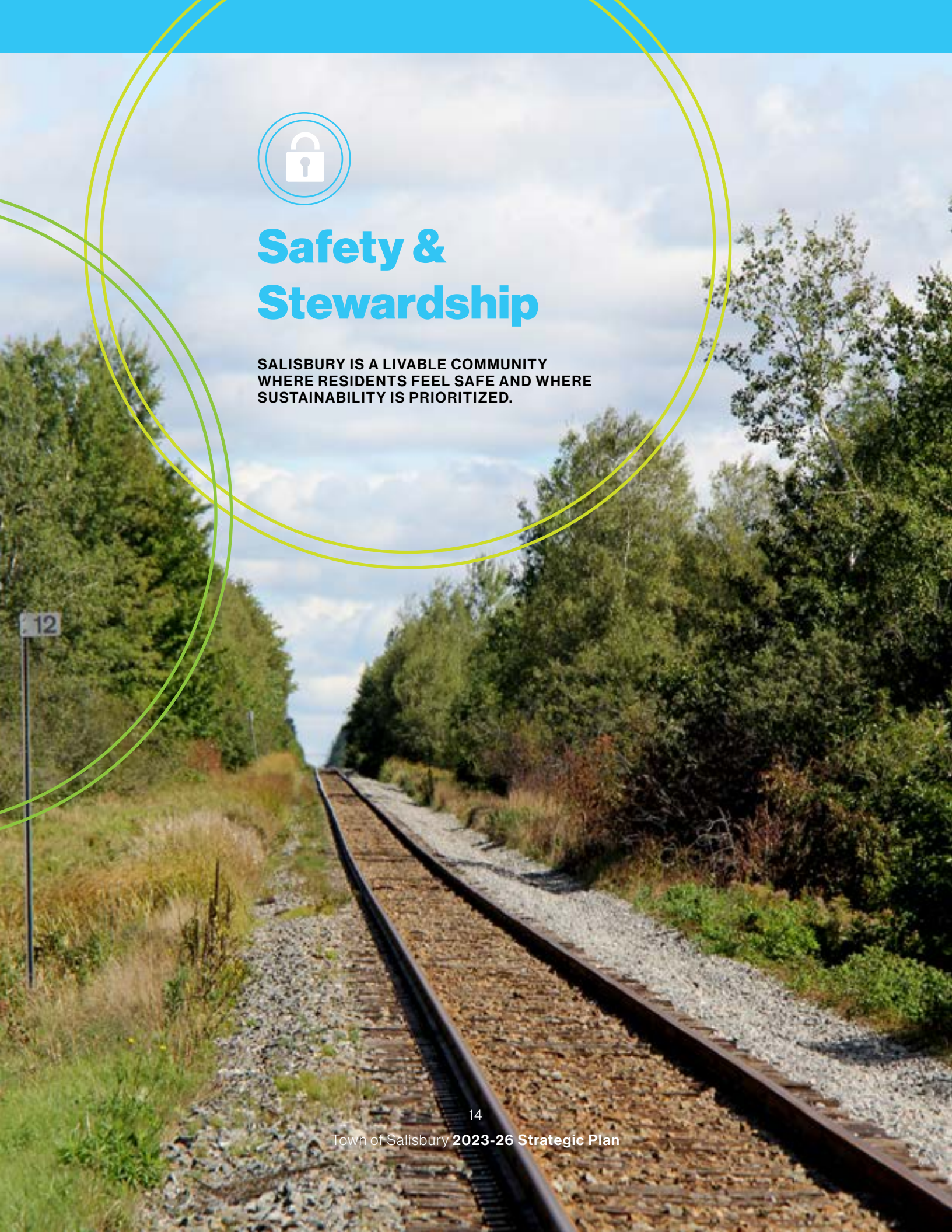
SALISBURY HAS INFRASTRUCTURE THAT PRIORITIZES SAFETY AND SOUNDNESS, SMART INFRASTRUCTURE, AND THAT ACCOUNTS FOR THE GROWTH FOR FUTURE GENERATIONS.

Explore the feasibility of a municipal water source to facilitate growth and development	2023	2024	2025	2026
Complete feasibility study update	●			
Determined next steps for a municipal water source		●	●	

Efficient municipal wastewater system	2023	2024	2025	2026
Develop a capital improvement plan for the municipal wastewater system			●	
Stabilize South Side of Polishing Pond Berm to protect the Petitcodiac River	●			
Update Local Improvement Agreements	●	●		
Equip pumping stations with generators		●	●	●
Manage sludge build-up at wastewater facility		●	●	

Enhance the municipality's asset management practices	2023	2024	2025	2026
Update the asset management plan and create a ten-year capital spending plan	●			
Build capital reserve funds	●	●	●	●
Act on asset management recommendations		●	●	●

Work with DTI and DELG for improved conditions on provincially-managed roads and infrastructure	2023	2024	2025	2026
Explore land acquisition options including former Land for Public Purposes provided to the Government of New Brunswick	●	●		
Explore acquisition of the Spring Gardens Treatment Facility from the Province		●		
Develop and submit a new five-year Municipal Designated Highways Program (MDHP) Priorities		●		
Work with the Province to determine a plan for the P380 Bridge	●	●	●	●
Replace the culvert on Route 106 (between Parkin and Larsen)	●			
Determine priority list of roads in former LSD sub-units to advocate to the Province		●	●	



Safety & Stewardship

SALISBURY IS A LIVABLE COMMUNITY WHERE RESIDENTS FEEL SAFE AND WHERE SUSTAINABILITY IS PRIORITIZED.

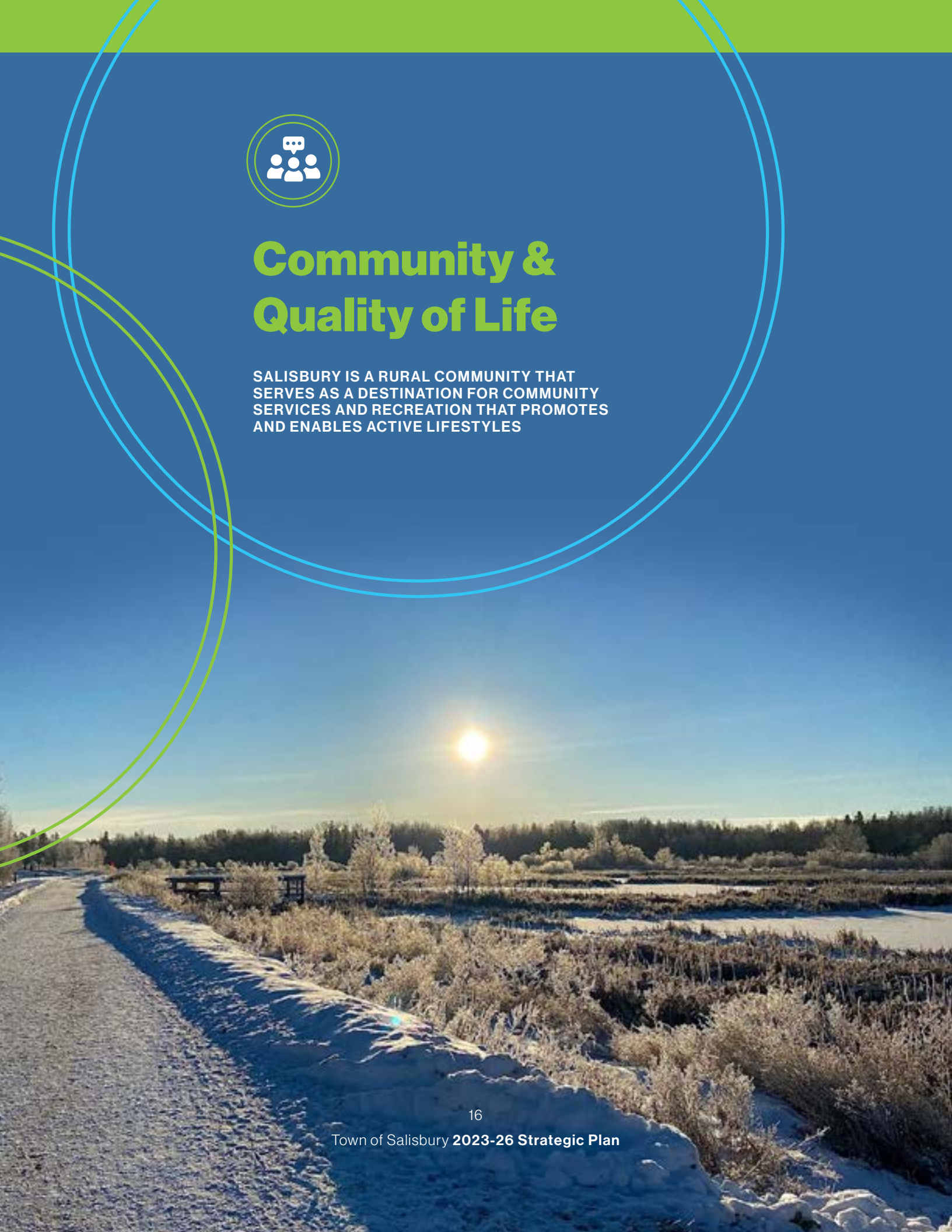
Construct a new Fire Hall for Salisbury Fire Rescue	2023	2024	2025	2026
Explore feasibility of constructing a net-zero fire hall	●			
Tender, construct, and occupy the new facility		●	●	

A safe community for all residents	2023	2024	2025	2026
Introduce a neighbourhood watch group for improved community safety in the new municipal boundaries		●		
Work with the RCMP for more strategic and efficient coverage within Town limits	●	●	●	●

A sustainable community that recognizes the role of the environment in the region's growth	2023	2024	2025	2026
Act on the Climate Adaptation Plan	●	●	●	●
Update zoning by-law to identify undevelopable areas based on flood hazard maps				●
Undertake a riverbank erosion study to project erosion in the new municipal boundaries		●		
Develop a strategy to increase access and accessibility to electric charging stations		●		
Develop a Community Energy and Emissions Plan (CEEP)		●	●	

Community & Quality of Life

SALISBURY IS A RURAL COMMUNITY THAT SERVES AS A DESTINATION FOR COMMUNITY SERVICES AND RECREATION THAT PROMOTES AND ENABLES ACTIVE LIFESTYLES



Construct a Recreation Facility	2023	2024	2025	2026
Establish a Recreation Facility Committee	●	●		
Explore designating the Facility as a Regional Facility under the Regional Service Commission's Infrastructure Cost-Sharing mandate	●	●		
Undertake a feasibility study for the construction of a facility that includes elements such as gym space, walking track, ice surface(s), community space, and a library		●		

Enhance quality of life of residents and promote community development	2023	2024	2025	2026
Explore senior-friendly designation		●		
Enhance recognition of community volunteers and community organizations to celebrate volunteerism in the community	●	●	●	●
Enhance partnership to ensure long-term sustainability of Helping Hands Food Bank	●	●	●	●
Continue to explore methods and events to integrate the sub-units to the new municipality	●	●	●	●

Increase recreational opportunities for residents that promote physical activity, a sense of belonging, and overall wellbeing	2023	2024	2025	2026
Act on recommendations of the Town's Recreation Master Plan		●	●	●
Upgrade railway trestle		●	●	
Update Regional Trail Plan	●	●		
Assist community volunteers in establishing a soccer association		●		
Explore services and programs for youth that include partnerships to enhance youth mental health and addiction services		●	●	●
Determine long-term plan for the Salisbury Lions Pool	●			
Introduce a recreational financial assistance program	●	●		

Celebrate the heritage, culture, and diversity of the region	2023	2024	2025	2026
Recognize the 250th anniversary of the settlement of the Salisbury area	●	●		
Construct a new amphitheatre to enhance event and arts and culture opportunities		●		
Introduce a Cultural Policy for the Town	●	●		
Explore Indigenous partnerships and recognize their contribution to our region	●	●	●	●
Enhance event offerings and explore programming opportunities to increase multi-culturalism in the region		●	●	●

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